



GENERAL MILLS, INC.

Minneapolis, Minnesota

Fourth Annual Report
OF
GENERAL MILLS, INC.



June 1, 1931
to
May 31, 1932

July 22, 1932

Officers



JAMES F. BELL,	<i>President</i>
FRANKLIN M. CROSBY,	<i>Vice President</i>
DONALD D. DAVIS,	<i>Vice President</i>
PUTNAM D. McMILLAN,	<i>Vice President</i>
HARRY A. BULLIS,	<i>Vice President and Secretary</i>
SYDNEY ANDERSON,	<i>Vice President</i>
G. CULLEN THOMAS,	<i>Vice President</i>
KARL E. HUMPHREY,	<i>Treasurer</i>

Directors

JAMES F. BELL, <i>President, General Mills, Inc.,</i>	Minneapolis, Minnesota
CHARLES C. BOVEY, <i>Chairman of Board, Washburn Crosby Co., Inc.</i>	Minneapolis, Minnesota
HARRY A. BULLIS, <i>Vice President and Secretary, General Mills, Inc.</i>	Minneapolis, Minnesota
FRANK B. BURKE, <i>President, Sperry Flour Company,</i>	San Francisco, California
FRANKLIN M. CROSBY, <i>Vice President, General Mills, Inc.,</i>	Minneapolis, Minnesota
JOHN CROSBY,	Minneapolis, Minnesota
DONALD D. DAVIS, <i>Vice President, General Mills, Inc.,</i>	Minneapolis, Minnesota
FRANK F. HENRY, <i>Chairman of Board, Washburn Crosby Company, Inc.,</i>	Buffalo, N. Y.
	<i>Chairman Operating Board, General Mills, Inc.,</i>
KARL E. HUMPHREY, <i>Treasurer, General Mills, Inc.,</i>	Minneapolis, Minnesota
ROGER S. HURD, <i>President, The Red Star Milling Company,</i>	Wichita, Kansas
FRANK KELL,	Wichita Falls, Texas
JAMES E. LARROWE, <i>President, The Larrowe Milling Company,</i>	Detroit, Michigan
PUTNAM D. McMILLAN, <i>Vice President, General Mills, Inc.,</i>	Minneapolis, Minnesota
FRANK J. MORLEY, <i>of Kingman, Cross, Morley & Cant,</i>	Minneapolis, Minnesota
HARRY G. RANDALL, <i>President, Washburn Crosby Company,</i>	Kansas City, Missouri
HENRY S. STURGIS*, <i>Vice President, The First National Bank,</i>	New York, N. Y.
THOMAS C. THATCHER, <i>President, Oklahoma City Mill & Elevator Company,</i>	Oklahoma City, Oklahoma

*Elected July 14, 1932.

TRANSFER AGENTS:

City Bank Farmers Trust Company,	New York
First Minneapolis Trust Company,	Minneapolis

REGISTRARS:

The First National Bank of the City of New York
The Minnesota Loan and Trust Company, Minneapolis

General Mills, Inc.

Chamber of Commerce Building

EXECUTIVE OFFICES
James F. Bell

Minneapolis, Minn.

July 22, 1932

To the Stockholders of General Mills, Inc.:

The consolidated net earnings of your corporation for the twelve months ended May 31, 1932, were \$3,891,200.16.

While the sharp decline in prices of raw materials has necessarily resulted in a reduction in the dollar value of net sales, increasing diversity of operations, economies, and greater efficiency, have maintained earnings.

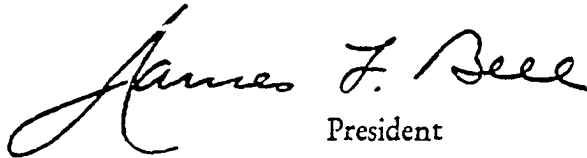
During the year, the Company has continued its aggressive policy of developing nationally advertised products through advertising and sales promotional expenditures, all of which have been charged to expense.

The introduction of a new package product, BISQUICK, has been attended with encouraging results. The development of a new process, FERM-A-SURED, is giving distinctive and valuable individuality to our flours for bakers use.

Financial statements for the year are appended hereto, together with the report of Peat, Marwick, Mitchell & Co.

GENERAL MILLS, INC.

By


President

General Mills, Inc. and Subsidiaries

Consolidated Balance Sheet, as at May 31, 1932

ASSETS

Current Assets:

Cash in Banks and on Hand	\$ 6,144,832.94
U. S. Treasury Certificates (Market Value \$3,520,968.75)	3,502,437.51
Drafts and Acceptances	1,849,631.61
Notes and Accounts Receivable(Less Reserve)	4,768,969.74
Advances on Grain Purchases, etc.	360,124.02
Inventories	12,807,305.03
Total Current Assets	29,433,300.85

Prepaid Expenses and Deferred Charges	874,868.71
Investments, Memberships, Sundry Advances, and Other Assets	726,580.72
Investment in Stock of General Mills Securities Corporation	228,114.00
Land, Buildings, and Equipment, less Depreciation, \$14,305,221.46, (including provision made by predecessor companies)	23,614,457.37
Water Power Rights, Goodwill, Trade-marks, etc.	1.00
Total	<u>\$54,877,322.65</u>

LIABILITIES

Current Liabilities:

Notes Payable	\$ None
Accounts Payable	1,570,673.81
Savings Accounts of Officers and Employees	1,433,690.97
Accrued Local and Federal Income Taxes	1,146,190.40
Accrued Preferred Dividend	226,664.00
Total Current Liabilities	4,377,219.18

Special and Contingent Reserves	2,856,707.29
Minority Stockholders' Interest in Capital and Surplus of Subsidiaries	88,639.19

Capital Stock and Surplus:

Preferred Stock:

Authorized \$50,000,000.00, whereof out-
standing 226,664 shares of six per cent.
cumulative stock, excluding 5,070 shares
held in Treasury..... \$22,666,400.00

Common Stock:

Authorized 1,000,000 shares of no par value,
whereof outstanding 639,525 shares, ex-
cluding 35,571 shares held in Treasury, at
stated value 16,051,172.40 || Surplus (as per statement attached) | 8,837,184.59 |
| | 47,554,756.99 |

Contingent Liabilities Reported—Customers' Drafts

Discounted	\$227,986.13
Total	<u>\$54,877,322.65</u>

General Mills, Inc. and Subsidiaries

Consolidated Income Account For the year ended May 31, 1932

Net Sales — Flour, Feed, and Other Grain Products.....	\$87,165,627.41
Cost of Sales including Manufacturing, Selling, and Administrative Expenses, Interest (\$158,922.06), and Depreciation (\$988,031.25)	82,943,475.56
Net Profit	4,222,151.85
Interest received (\$119,873.33) and other Miscellaneous Income.....	340,981.17
Net Income, before Income Tax.....	4,563,133.02
Provision for Federal Income Tax.....	651,083.98
Net Income—Combined	3,912,049.04
Deduct proportion accruing to Minority Stockholders in Subsidiaries	20,848.88
Consolidated Net Income—General Mills, Inc.....	<u>\$ 3,891,200.16</u>

Consolidated Surplus Account

Earned Surplus, as at May 31, 1931.....	\$3,061,416.66
Add:	
Net Income for year ended May 31, 1932	3,891,200.16
Discount on Preferred Stock repurchased for Sinking Fund and other purposes, less dis- count and expenses on Preferred Stock resold	69,562.49
	<u>7,022,179.31</u>
Deduct Dividends:	
Preferred Stock	\$1,378,136.50
Common Stock	1,971,025.50
	<u>3,349,162.00</u>
Earned Surplus, May 31, 1932.....	3,673,017.31
Capital Surplus, as at May 31, 1931.....	5,375,299.18
Deduct:	
Common Stock Repurchased — proportion of purchase price and other adjustments, applic- able to Capital Surplus.....	211,131.90
Capital Surplus, May 31, 1932.....	<u>5,164,167.28</u>
	<u>8,837,184.59</u>
Surplus, as at May 31, 1932:	
Appropriated for Common Stock repurchased	892,832.10
Unappropriated	<u>7,944,352.49</u>
	<u>8,837,184.59</u>

To the Board of Directors,
General Mills, Inc.,
Minneapolis, Minnesota

We have examined the accounts of General Mills, Inc. and its Subsidiaries for the year ended May 31, 1932. In our opinion, based on our examination and information furnished to us, the accompanying Consolidated Balance Sheet and relative Consolidated Income and Surplus Accounts set forth the consolidated financial condition as at May 31, 1932, and the result of the operations for the year.

(Signed) PEAT, MARWICK, MITCHELL & Co.

Minneapolis, July 18, 1932.

Products

Flour

Gold Medal "*Kitchen-tested*"

Gold Medal Bakers

Crosby's Best

Guaranteed

King Wheat

Hi-Power

Purasnow

Humreno

Heliotrope

Pride of Perry

Drifted Snow "*Home Perfected*"

Olympic Bakers

Big Loaf

La Piña

Red Star

White Deer

Great West

Amaryllis

Softasilk

Belle of Wichita

Unista

Packaged Foods

Wheaties

Bisquick

Softasilk Cake Flour

Washburn's Pancake Flour

Sperry Wheat Hearts

Sperry Pancake Flour

Sperry Rolled Oats

Embo

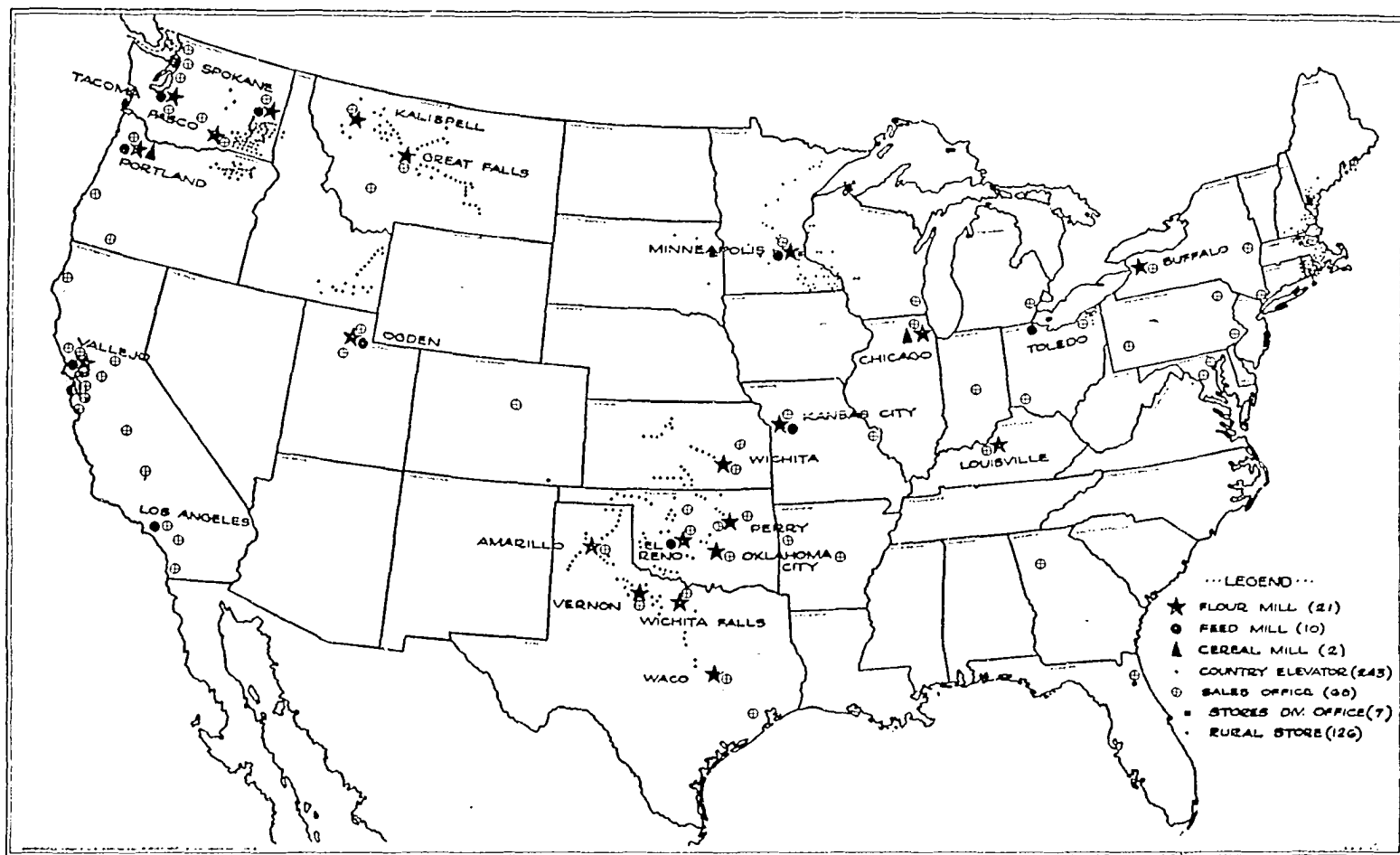
Commercial Feeds

Gold Medal	{	Dairy Feeds
Larro		Poultry Feeds
Sperry		Hog Feeds
		Sundry Feeds

Associated Companies of General Mills, Inc.

Buckeye Stores Company (The), Geneva, Ohio ✓
Cushing, J., Co., Fitchburg, Mass. ✓
Dakota Feed and Seed Company, Watertown, S. D. ✓
El Reno Mill & Elevator Co., El Reno, Oklahoma
Farm Service Stores, Inc., Minneapolis, Minnesota ✓
Frontier Elevator & Mill Company, Buffalo, N. Y. ✗
General Grain Company, Oklahoma City, Oklahoma
Gold Medal Flour Company
Gold Medal Flour Company of Oklahoma, Oklahoma City, Oklahoma
Gold Medal Flour Company of Texas, Wichita Falls, Texas
Gold Medal Foods, Incorporated, Minneapolis, Minnesota ✓
Great West Mill & Elevator Company, Amarillo, Texas
Ham, J. B., Company, Auburn, Maine ✓
Herndon Feed Store, Inc., Herndon, Virginia ✓
Howard Grain Company, Jacksonville, Fla. ✓
Kalispell Flour Mill Company, Kalispell, Montana
Kell Mill & Elevator Company, Vernon, Texas
Larrowe Milling Company (The), Detroit, Michigan
Narragansett Milling Company (The), East Providence, R. I. ✓
Oklahoma City Mill & Elevator Company, Oklahoma City, Oklahoma
Pacific Coast Elevator Co. (The), Portland, Oregon
Perry Mill & Elevator Company, Perry, Oklahoma
Portland Flour Mills Co., San Francisco, California
Red Star Milling Company (The), Wichita, Kansas
Rocky Mountain Elevator Company (The), Great Falls, Montana
Royal Milling Company, Great Falls, Montana
Sperry Elevator & Storage Company, Ogden, Utah
Sperry Flour Company, San Francisco, California
Star Grain Company, Chicago, Illinois
Waco Mill & Elevator Company, Waco, Texas
Washburn Crosby Company, Inc., Buffalo, N. Y.
Washburn Crosby Co., Inc., Chicago, Illinois ✓
Washburn Crosby Company, Kansas City, Missouri
Wichita Mill & Elevator Company, Wichita Falls, Texas

Location of General Mills, Inc., Manufacturing, Grain and Merchandising Facilities



Flour, Commercial Feeds, and Cereal Mills with Daily Capacities

	FLOUR (Barrels)	COMMERCIAL FEEDS (Tons)	CEREALS (Pounds)
Buffalo, N. Y.....	20,000	-----	-----
Minneapolis, Minn.	16,450	500	-----
Kansas City, Mo.	7,000	750	-----
Tacoma, Wash.	5,000	300	-----
Wichita, Kansas	4,600	-----	-----
Chicago, Ill.	4,500	-----	420,000
Vallejo, Calif.	3,600	500	-----
Wichita Falls, Texas.....	3,300	-----	-----
Louisville, Ky.	3,000	-----	-----
Ogden, Utah	2,700	250	-----
Oklahoma City, Okla.....	2,325	-----	-----
Spokane, Wash.	1,800	150	-----
Amarillo, Texas	1,250	-----	-----
Great Falls, Mont.....	1,200	-----	-----
El Reno, Okla.....	1,200	100	-----
Vernon, Texas	900	-----	-----
Waco, Texas	900	-----	-----
Pasco, Wash.	700	-----	-----
Perry, Okla.	650	-----	-----
Portland, Ore.	450	500	300,000
Kalispell, Mont.	325	-----	-----
Toledo, Ohio	-----	2,500	-----
Los Angeles, Calif.....	-----	400	-----
TOTAL DAILY CAPACITY	81,850	5,950	720,000

Flour Capacity—Basis 24 Hour Day

Commercial Feed and Cereal Capacity—Basis 16 Hour Day

Terminal and Mill Elevators with Capacity

	CAPACITY (Bushels)	TOTALS BY STATES
Minneapolis, Minn.	5,750,000	5,750,000
Buffalo, N. Y.	5,000,000	5,000,000
Wichita, Kansas	4,250,000	4,250,000
Enid, Okla.	2,100,000	3,960,000
Oklahoma City, Okla.	835,000	
El Reno, Okla.	800,000	
Perry, Okla.	225,000	
Kansas City, Mo.	3,867,000	3,867,000
Chicago, Ill. (Leased Capacity)	2,500,000	2,877,000
Chicago, Ill.	377,000	
Tacoma, Wash.	1,000,000	2,095,000
Spokane, Wash.	800,000	
Pasco, Wash.	145,000	
Harrington, Wash.	75,000	
Lind, Wash.	75,000	3,458,000
Amarillo, Texas	1,200,000	
Wichita Falls, Texas	1,926,000	
Waco, Texas	152,000	
Vernon, Texas	180,000	1,886,000
Ogden, Utah	1,886,000	
Great Falls, Mont.	1,566,000	1,806,000
Kalispell, Mont.	240,000	
Vallejo, Calif.	1,000,000	1,085,000
Los Angeles, Calif.	85,000	
Louisville, Ky. (Leased Capacity)	285,000	590,000
Louisville, Ky.	305,000	
Portland, Ore.	100,000	100,000
TOTAL CAPACITY		36,724,000

Country Stations with Capacity

	NUMBER OF STATIONS	CAPACITY (Bushels)
Pacific Coast Elevator Co.	96	9,024,000
Sperry Elevator & Storage Co.		
Rocky Mt. Elev. Co., Great Falls, Mont.	51	1,235,000
General Grain Co., Oklahoma City, Okla.	28	248,000
The Red Star Milling Company, Wichita, Kansas..	25	257,000
Wichita Mill & Elev. Co., Wichita Falls, Texas....	17	148,000
Great West Mill & Elev. Co., Amarillo, Texas....	21	319,000
Kell Mill & Elevator Company, Vernon, Texas....	5	101,000
TOTAL CAPACITY	243	11,332,000
GRAND TOTAL TERMINAL AND COUNTRY ELEVATORS		48,056,000

Sales Offices

Albany, New York
Amarillo, Texas
Atlanta, Ga.
Bakersfield, Calif.
Baltimore, Md.
Bellingham, Wash.
Boston, Mass.
Buffalo, New York
Butte, Mont.
Chicago, Ill.
Cincinnati, Ohio
Cleveland, Ohio
Denver, Colo.
Detroit, Mich.
El Reno, Okla.
Emporia, Kansas
Enid, Okla.
Eureka, Calif.
Everett, Wash.
Fort Smith, Ark.
Fresno, Calif.
Great Falls, Mont.
Hilo, Hawaii
Honolulu, Hawaii
Houston, Texas
Indianapolis, Ind.
Jacksonville, Fla.
Kalispell, Mont.
Kansas City, Mo.
Little Rock, Ark.
Los Angeles, Calif.
Louisville, Ky.
Marshfield, Oregon
Medford, Oregon

Milwaukee, Wis.
Minneapolis, Minn.
New York, N. Y.
Oakland, Calif.
Ogden, Utah
Oklahoma City, Okla.
Perry, Okla.
Philadelphia, Pa.
Pittsburgh, Pa.
Portland, Ore.
Providence, R. I.
Riverside, Calif.
Sacramento, Calif.
Saint Louis, Mo.
Salt Lake City, Utah
San Diego, Calif.
San Francisco, Calif.
San Jose, Calif.
Santa Cruz, Calif.
Santa Rosa, Calif.
Scranton, Pa.
Seattle, Wash.
Spokane, Wash.
Stockton, Calif.
Tacoma, Wash.
Tulsa, Okla.
Vallejo, Calif.
Vernon, Texas
Waco, Texas
Walla Walla, Wash.
Washington, D. C.
Wichita, Kansas
Wichita Falls, Texas
Yakima, Wash.